R4140-3F 4/89

U.S. Senate

1988 STAFF POSITION, SALARY AND BENEFITS SURVEY

Prepared by:

Ira Chaleff
and
Thomas J. Kehoe

Made possible by a grant from

MICRO RESEARCH INDUSTRIES

A major supplier of automation services to congressional offices

Congressional Management Foundation Guidebook Series

Copyright 1988, Congressional Management Foundation
All rights reserved.

No part of this report may be reproduced in any manner without written permission of the Congressional Management Foundation, except for brief quotations or charts used in critical articles or reviews.

Printed in the United States of America
ISSN No. 0885-8470

Congressional Management Foundation
513 Capitol Court, N.E.
Suite 100
Washington, D.C. 20002

Acknowledgements

Forty-four Senate offices took the time to respond to our extensive questionnaire on which this report is based. Their patience and understanding of the value of their contribution made the survey possible.

Our next thanks must go to the project sponsor, Micro Research Industries, who made it possible to produce a report that is greatly enhanced over previous efforts. We thank this firm for their commitment to providing Senate offices with better management tools.

Thirdly, thanks goes to Bobbie Dono, Irene Hamburger, Steve Miller and Lorraine Perona, respectively, the office managers for U.S. Senators Pete Wilson (R-CA), Dennis DeConcini (D-AZ), Barbara Mikulski (D-MD), and Frank Lautenberg (D-NJ), who carefully helped us to determine the information to collect from U.S. Senate offices.

Finally, we must thank the CMF interns, Jenifer Martin and Philip Lee. Their agility and expertise with computer programs, gentle persistence with overworked office managers, industrious number crunching, research, and camaraderie throughout the study proved to be the hidden factor in successfully completing the 1988 Senate Survey.

How to Make Sensible Use of This Report

This report isn't meant to be the final word in establishing staff positions, setting staff salaries or providing benefits for staffers. We hope that neither Senators nor staff interpret it as such.

The report is simply a useful grouping of information on current practices to help offices reviewing their staffing, salary structures, and personnel policies.

Neither individual staff nor individual offices can fit into a uniform mold. In some offices, veteran staffers may receive what appears to be inordinate compensation for their jobs, yet be worth every dime of their salaries because of their proven loyalty and the trust the Senator places in their political acumen.

It is inappropriate to consider a divergence from the norm as "wrong." It is, however, an occasion to ask "why?" This may lead to the conclusion that a review of management assumptions and practices is warranted. If it does, we hope the data we provide assists you in your efforts.

There is one other point to be recognized that will facilitate a proper understanding of the data and analyses. Many offices reported the use of part-time staffers for several positions. We have, thus, made a special effort to analyze the use of part-time staffers and have included this analysis as a separate section of this report. Therefore, the salary analyses and position analyses in the main body of the report are based upon full-time staffing only.

Finally, readers of this report should understand that this survey only applies to staffers in Senators' offices — not to committees and subcommittees within the U.S. Senate.

Methodology

As part of our services to the U.S.Congress, CMF has conducted its first *in-depth* analysis of staff positions in U.S. Senate offices and salaries and benefits provided to these staffers. We collected our data through a survey instrument developed with the help of staffers from four Senate offices.

All Senate offices were asked to supply data about their current staffing practices and the salaries and benefits provided to staffers. Data collection took place in May and June 1988.

Quality control was a very important consideration. Thus, we made follow-up phone calls to Senate offices in instances where responses were incomplete or appeared to be inaccurate.

All responses except the 3 received after our cutoff date were recorded and analyzed, and formed the basis for our conclusions. This totaled 41 offices. This is a sufficiently large enough sample that most of our broad conclusions will be accurate. However, the results may be somewhat skewed by the composition of offices which responded to the survey. 42% of the Senators responding to the survey are in their first term, 29% — 2nd term, and another 29% have served 3 terms or more. By contrast for the Senate as a whole, 28% are in their first term, 42% are in their 2nd term and 30% have served 3 terms or more.

Likewise, for some positions in which the overall number of offices filling the position is small (e.g.Researcher), the conclusion may be skewed by inadequate sample size. Despite these limitations, this data should be of significant value to Senate offices seeking guidelines for their own policies.

It should be noted that another study of average Senate salaries by position was conducted in 1988 by Senate staffer, Bill Sullivan. The studies are quite different. CMF's study reports salary ranges by years of service while Sullivan's study reports salaries by size of State. CMF also addresses staff benefits and turnover. However, the two studies do overlap in reporting high, low and average salaries across all Senate offices. The average salaries reported by the two studies are generally consistent, varying less than 5% for all but three staff positions. The salaries for the Systems Administrator, Deputy Press Secretary and CMS Operator positions varied by approximately 10%. For the first two positions, Sullivan's survey found the salaries higher and for the last, he found them lower. Attention needs to be drawn to the differences in the reports as Senate offices reviewing salary policies may wish to take both sets of figures into account.

Table of Contents

Page

Introduction 1

Part I Staff Position and Salary Survey Results 3

Total Number of Offices Responding 3
Analysis of Responding Offices 3
Average Staff Salary — Overall 3
Average Number of Staff Per Office 4
Average Staffing, Salaries and Ranges for all Positions 4
Percentage of Staff Located in Home State 6
Average Tenure in Positions 6
High and Low Salaries 8
Most Dramatically Improved Salaries 8
Average Salaries by Senator Tenure 8
Analysis of Part-Time Staffing 9

Salary Levels by Position 10
(includes salary levels by tenure in that position)

Washington Office 10

Administrative Assistant 10
Secretary to Administrative Assistant 11
Executive Secretary 12
Office Manager 13
Receptionist 14
Clerk/Office Secretary 15
Appointments Secretary 16
Systems Administrator 17
Word Processor 18
Mail Room Staffer 19
Legislative Director 20
Legislative Assistant 21
Legislative Aide 22
Legislative Correspondent 23
Research Analyst 24
Press Secretary 25
Deputy Press Secretary 26
Federal Grants Assistant 27

State Office 28

Field Director 28
State Office Manager 29
State Caseworker 30
Field Representative 31
Office Secretary 32

Part II Staff Benefits Survey 34

Summary 34
Analysis of Each Benefit Topic 35
COLA's 35
Merit Bonus Systems 35
Vacation Leave 36
Sick Leave 39
Maternity/Paternity Leave 41
Written Staff Benefits Policies 43
Job Applicants with Hill Experience 44

Introduction

We hope that Senate Offices will refer to the Congressional Management Foundation's (CMF) Staff Position, Salary and Benefits Survey when reviewing staff positions, salary levels and benefit programs. Our first Senate survey of staff positions and salaries was done in 1983; the results were published in 1984. This new survey is much more extensive than the 1983 survey, and the analyses more exhaustive. In addition, this survey contains several new features:

- In addition to providing salary information correlated to the staffer's tenure in that position, we are also providing a chart of the average salary for a given position based on the tenure of the office itself.
- This report also captures some fascinating and useful information on staffing patterns not previously available.One such feature is the chart on the percentage of staff located in the State office(s) correlated to the overall numbers of full-time staff working for the Senator. This can be useful in evaluating your own office's staffing patterns when considering future changes.
- Other entirely new pieces of staffing pattern information displayed in this report are the length of time of staff in their position and the length of time working for the legislative branch. In some positions the turnover borders on the alarming and argues for hiring practices which better match applicants to positions they will be comfortable occupying for a protracted time period; even more importantly, the generally high turnover across all positions argues for an institutional commitment to training mechanisms for new staff.
- We have also identified, for the first time, positions for which part-time staffers are used. This will provide a useful guideline for offices who are attempting to ease overloaded functions with part-time assistance.
- We want to clearly draw your attention to the extensive, new staff benefits section as it provides invaluable information on subjects of universal importance to your staff such as COLA's, merit-pay, vacation policy, and sick leave policy, and less commonly needed policies for maternity and paternity leaves.
- Where relevant and possible, comparisons of salaries and benefits to the private sector and to federal agencies are displayed.

We hope that the extensive, pragmatic information provided in this report assists Senators and their key aides in analyzing their own staffing patterns and compensation policies, and in developing the best policies attainable for their offices. If these policies then contribute to even small improvements in productivity, morale and reduction in turnover, we will feel that our contribution has been of value.

U.S. Senate

1988 CMF Staff Position and Salary Survey

Part I

Total number of offices responding: 44 or 44% of the Senate; 41 responses were received before the cut-off date for tabulation purposes. Computations are based on 41 responses.

Analysis of responding offices:

Number of Republican offices: 21

Number of Democratic offices: 23

This 52% to 48% ratio of Democrats to Republicans closely parallels the parties' actual ratios in the Senate, which are 54% to 46%.

The average salary for full-time employees across all positions for Senate staff is $28,203. The Senate average is just about the same as the average white collar employee in the Federal agencies ($28,979).[1] It should be noted that the President's 1988 Commission on Federal Pay concluded that federal pay lags 26% below the private sector when one compares on a job by job basis.[2] The average annual pay for the House of Representatives in 1987 was $26,118.[3]

In terms of age and years of Federal government experience, the Senate staffers seem to be better compensated. The average executive branch staffer is 42 years old with 13+ years of Federal Government experience whereas the average staffer on the Hill is quite a bit younger (based upon past studies) and has 5.3 years of legislative branch experience.[4]

---

1 United States Office of Personnel Management. "Federal Civilian Workforce Statistics Pay Structure of the Federal Civil Service," March, 1988.

2 Mike Causey, "The Pay is the Thing in Comparing Private, Government Workers," *The Washington Post*, August 25, 1988.

3 Congressional Management Foundation. "U.S.House of Representatives 1987 Job Description, Salary and Staff Benefits Survey," November, 1987.

4 Christine E. Steele, "Profile of Typical Federal Civilian Non-Postal Employee as of September 30, 1987."

Thirty-four (full-time) staffers are employed in the average office. One must be very careful about drawing conclusions from this statistic. Unlike the House, each Senator is not limited to a specified number of staffers and funds for hiring staff are allocated partially in proportion to the state population the Senator serves.The chart below provides some useful insights as to how staffing varies by major state population levels.

Population Level	Average Office Staffing
Under 1 million	28
1 million to 5 million	33
5 million to 10 million	37
Over 10 million	49

The following chart provides a capsule view of the positions that exist in U.S. Senate staffs. For every position, the chart displays: (1) the staffing per office (low, high, and average), (2) the salaries (low, high, average, and range), (3) the average tenure length in the current job and working for the U.S. Congress, and (4) whether or not part timers fill any of the positions.

PROFILE OF STAFF POSITIONS — U.S. SENATE OFFICES

POSITION	FULL TIME									PART-TIME
	Staffing Per Office			Annual Salaries			Normal Range	Average Tenure Current Position	Average Tenure Congress	Use of Part-Time Staffers
	Low	High	Average	Low	High	Average				
GENERAL MANAGEMENT/ ADMINISTRATIVE										
Administrative Assistant	1	1	1	50.0	85.0	71.9	56.4-84.9	4.4	8.5	No
Secretary to the Administrative Assistant	0	1	0.7	15.7	46.2	24.9	17.5-31.5	2.5	4.7	No
Executive/ Personal Secretary	1	1	1	23.5	62.0	38.0	25.0-50.0	4.4	10.2	Yes
Office Manager	0	1	0.8	18.0	62.0	39.5	28.0-53.1	4.8	11.4	Yes
Receptionist	0	2	1.8	13.5	32.0	17.8	15.0-23.0	1.4	1.7	No
Clerk/Office Secretary	0	3	0.8	15.0	34.6	21.8	15.2-30.0	3.1	5.1	Yes
Appointment Secretary	0	2	0.7	14.5	54.0	27.4	17.0-35.6	2.7	4.3	No
Systems Admin.	0	1	0.8	20.0	37.0	27.4	21.0-32.5	3.8	8.1	No
Word Processor	0	5	1.7	12.5	29.4	20.5	14.5-25.1	2.6	5.0	Yes
Mail Room Staffer	0	3	1.2	6.3	34.3	16.6	14.0-20.0	1.8	2.3	Yes
LEGISLATIVE										
Legislative Director	0	1	0.8	32.1	80.0	55.5	35.5-68.0	4.4	8.2	No
Legislative Assistant	2	9	5.3	16.0	70.5	35.6	24.0-48.0	2.9	4.2	Yes
Legislative Aide	0	4	0.8	16.0	28.0	21.0	17.0-27.0	1.6	2.4	No
Legislative Correspondent	0	5	1.9	14.0	28.0	18.0	15.3-21.5	1.6	1.9	No
Research Analyst	0	5	0.5	14.0	56.0	28.2	18.3-40.0	2.8	4.3	Yes
PRESS RELATIONS										
Press Secretary	0	1	1	22.0	79.1	45.1	35.0-59.3	3.7	5.0	No
Deputy Press Secretary	0	2	0.8	17.0	36.7	23.5	17.8-30.0	1.5	2.1	No
OTHER WASHINGTON POSITIONS										
Federal Grant Assistant/ Project Coordinator	0	4	0.5	16.5	50.0	28.9	20.0-45.0	2.7	4.0	Yes
HOME STATE POSITIONS										
State Representative/ Field Director	0	4	1.2	26.0	85.0	47.3	30.5-66.7	5.3	7.8	No
Office Manager/ Executive Assistant	0	3	1	14.4	57.5	24.9	17.0-35.7	4.4	5.2	Yes
Caseworker	0	7	3.9	10.2	41.0	19.7	14.5-28.0	3.4	3.6	Yes
Field Representative	0	10	3.0	10.5	51.0	24.9	18.0-31.0	4.3	4.7	Yes
Office Secretary/ Clerk	0	4	1.9	10.8	28.0	15.6	12.6-20.0	4.1	4.5	Yes

Note: Salaries are rounded to the nearest hundreds. Normal range is defined as the range in which 80% of the staff fall once the lower and upper 10% have been discounted.

The percentage of staff located in the home State generally increases as the overall number of full-time staff increases (see following chart). This is consistent with the fact that most constituent services in both the House and Senate are performed in the district or State and that the larger the State population, the more staff are needed to serve them. Overall, the percentage of staff working in the home district is 34%.

Relationship of Total Staff Size to State Staff Size

Ave. Wash./Home Total Staff Size	Ave. Home State Staff Size	No. of Responding Offices	Percentage of Staff-Home State
27	6	9	22%
32	9	9	28%
34	13	13	38%
40	16	9	40%
71	28	1	39%

The average tenure in current positions ranges from a high of 5.3 years for State Field Directors to a low of 1.4 years for receptionists. The average tenure for all positions reported in the survey is 3.2 years in the current position and 4.7 years in the legislative branch. These figures belie the actual extent of turnover among staff with less than two years tenure as a small cadre of Hill veterans with extensive service weight the figures upwards. The body of this report shows the number of years that staffers in each position have been working in their current jobs and the number of years that staffers have been in the legislative branch. The following chart summarizes the average tenure in each position and average tenure in the legislative branch. The turnover in many positions is alarming.

AVERAGE TENURE BY POSITION

WASHINGTON — General Management		
Administrative Assistant	4.4	8.5
Secretary to AA	2.5	4.7
Executive Secretary	4.4	10.2
Office Manager	4.8	11.4
Receptionist	1.4	1.7
Appointment Secretary	2.7	4.3
Office Secretary	3.1	5.1
Systems Administrator	3.8	8.1
Computer Operator	2.6	5.0
Mail Room Staff	1.8	2.3
Research Assistant	2.8	4.3
WASHINGTON — Legislative		
Legislative Director	4.4	8.2
Legislative Assistant	2.9	4.2
Legislative Aide	1.6	2.4
Legislative Correspondent	1.6	1.9
PRESS		
Press Secretary	3.7	5.0
Deputy Press Secretary	1.5	2.1
OTHER		
Grants/Projects Coordinator	2.7	4.0
HOME STATE		
State Director	5.3	7.8
Field Representative	4.3	4.7
Office Manager	4.4	5.2
Office Secretary	4.1	4.5
Caseworker	3.4	3.6

High and Low Salaries

There always seems to be a great deal of attention paid to who earns the least and the most on the Hill. To satisfy this curiosity we offer the following section:

To no one's surprise, **the highest salaries** were paid most frequently to Administrative Assistants.

- 9 AAs (22%) earned the limit of $84,959.
- All AAs in our sample earned $50,000 or over.
- The average salary earned by AAs was $71,900.

Lowest average salaries were earned by home State Secretaries: $15,639 per year.

Most dramatically improved salaries since 1983 survey:

- Office Managers: Up 7.4% per year
- State Representatives: Up 6.1% per year
- Administrative Assistants: Up 5.9% per year
- Executive Secretaries: Up 5.7% per year

The Survey finds that for most positions Senators who have served more terms tend to pay higher salaries to their staffers. This can be factored in when trying to establish salary ranges for your particular office.

AVERAGE SALARY BY SENATORS TERMS IN OFFICE

	Salaries		
Positions	Term 1	Term 2	Term 3
AA/Chief of Staff	$72,120	$71,720	$71,750
Secretary to AA	$24,350	$24,280	$26,416
Executive/Personal Sec.	$31,710	$41,590	$43,933
Office Manager (Wash.)	$36,940	$38,650	$46,184
Receptionist	$17,598	$17,620	$18,280
Clerk (Wash.)	$20,720	$18,600	$24,970
Appointment Secretary	$26,420	$25,570	$30,490
Systems Administrator	$26,800	$26,160	$29,470
Word Processor	$18,170	$18,100	$21,980
Mail Room Staffer	$16,230	$16,754	$17,090
Press Secretary	$44,820	$44,210	$46,630
Deputy Press Sec.	$23,760	$24,240	$23,620
Legislative Director	$54,190	$53,710	$58,960
Legislative Assistant	$36,790	$35,490	$34,080
Legislative Aide	$20,140	$24,150	$20,770
Legislative Correspond.	$17,170	$17,750	$20,140
Research Analyst	$32,360	$25,750*	$25,657
Federal Grants Asst.	$28,790	$30,860	$26,130**
State Rep.	$45,960	$49,020	$47,610
State Office Manager	$22,790	$20,880	$31,160
State Caseworker	$19,600	$19,330	$19,930
Field Representative	$23,840	$24,570	$26,910
State Office Sec.	$14,380	$15,590	$16,570

* two staffers reported
** three staffers reported

There are 88 part-time employees in the 41 surveyed offices – an average of 2.2 per office. Twelve offices use no part-time staffers; therefore, for the offices using part-timers, the average is 3 per office. The average number of hours worked by the part-timers is just under 20 per week (19.3 hours). The variance is considerable – from a low of 3.5 to a high of 32; the use of part-timers in a few positions is quite high – 17% of the home state secretaries/clerks, 11% of the state-located caseworkers, 12% of the field representatives, and 13% of the Washington-based word processors.

The average salary for part-timers is $10,300 per year – if they worked full-time, the average annual salary level would be $21,300, which is higher than the average annual salary for several full-time positions. The $10,300 average is very deceiving because the spread between the low and high is very wide ($1,400 per year to a high of $29,000). The normal range (eliminating the lowest and highest 10%)is $3,600 to $18,500.

Salary Levels by Job Description — 1988

Administrative Assistant, Chief of Staff — Top staff person responsible for overall office functions, supervision of projects, State and Hill politics and personnel.

Low: $50,000.High: $84,959. Average: $71,900
Normal Range*:$56,400-84,900.

SERVICE**	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	68,630	16	40%
2.0-3.9	66,710	7	17.5%
4.0-5.9	77,940	8	20%
6+	76,380	9	22.5%

* Normal range is defined as the range in which 80% of the staff in that position fall, once the lower and upper 10% have been discounted.

** We are referring only to years of service in that position and that particular office.

** In an effort to create significant sample sizes, we have combined years of service when necessary. We have, however, isolated the service category "0.0 to 1.9 years" for each and every position to call attention to the usually very high percentage of staffers with very little tenure in their current position.

Number of Administrative Assistants reported in Survey: 40
Average Service in current position: 4.4 years
Average Service in Congress: 8.5 years
Percentage of offices with this position: 97.5%
Average salary percentage increase since 1983: 27.1% (5.9% per year)

Five offices (12% of our sample) reported that their AA also serves as the Legislative Director for the office.

Secretary to the Administrative Assistant — Administers to the needs of the Administrative Assistant.

Low: $15,700. High: $46,200. Average: $24,900.
Normal Range: $17,300-31,500.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$21,500	16	59.2%
2.0-3.9	$28,120	4	14.8%
4.0-5.9	$27,490	4	14.8%
6.0+	$35,600	3	11.2%

No. of AA secretaries reported in Survey: 27
Average service in current position: 2.5 years
Average service working for U.S. Congress: 4.7 years
Percentage of offices with this position: 66%

Two-thirds of offices report staffing this position, which virtually is non-existent in the House. This is fitting given the size of most Senate offices and the varied demands placed on the AA. We presume that the AAs without a staffer in this position obtain their secretarial support from the other office clerical staff. The AAs' secretaries in two offices have some office management responsibilities — and one is also the Systems Administrator for the office.

Executive Secretary — Handles the individual needs of the Senator including files, correspondence, travel arrangements, bookkeeping, and assorted tasks and errands. May or may not include scheduling.

Low: $23,500. High: $62,000. Average: $38,020.
Normal Range: $25,000-50,000.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$32,890	16	40%
2.0-3.9	$31,860	5	12.5%
4.0-5.9	$39,100	5	12.5%
6.0+	$45,750	14	35%

No. of Executive Secretaries reported in Survey: 40
Average service in current position: 4.4 years
Average service working for U.S. Congress: 10.2 years
Percentage of offices with this position: 97.5%
Salary increase since 1983: 25.8% (5.7% per year)

Most Executive Secretaries report carrying out some duties normally associated with the Appointment Secretary or Scheduler. One Executive Secretary also has some office management responsibilities.

Office Manager/Executive Assistant — Provide nuts and bolts office administration which may include monitoring mail flow, office accounts, budgeting, equipment, furniture, supplies and the filing system.

Low: $18,000. High: $62,000. Average: $39,490.
Normal Range: $28,000-53,100.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$32,540	12	37.5%
2.0-3.9	$35,638	6	18.7%
4.0-5.9	$44,620	4	12.5%
6.0+	$48,119	10	31.3%

No. of Office Managers reported in Survey: 32
Average service in current position: 4.8 years
Average service working for U.S. Congress: 11.4 years
Percentage of offices with this position: 82%
Salary increase since 1983: 34% (7.4% per year)

In those offices without an Office Manager position (9 offices), office management duties are generally carried out by Executive Secretaries. In three offices, Office Managers have some Systems Administrator duties. Individuals in this position have long service records in their current position and in Congress.

Receptionist — Usually acts as chief greeter and phone answerer.Performs a wide variety of tasks with emphasis on constituent tours, general requests, opening and routing mail, and back-up typing.

Low: $13,500. High: $32,000. Average: $17,810.
Normal Range: $15,000-23,000.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$16,468	53	75.7%
2.0-3.9	$19,532	12	17.1%
4.0-6.0+	$27,910	5	7.2%

No. of Receptionists reported in Survey: 70
Average service in current position: 1.4 years
Average service working for U.S. Congress: 1.7 years
Percentage of offices with this position: 97.5%

A strong majority of offices report two Receptionists to staff this busy position.The stress and modest compensation, as well as the desire for advancement, presumably contribute to the extremely high turnover in this position.

Clerk/Office Secretary — Handles clerical chores which may include typing, filing, proofreading, etc.

Low: $15,000. High: $34,650, Average: $21,820
Normal Range: $15,200-30,000.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$20,000	14	42.4%
2.0-3.9	$20,500	9	27.3%
4.0-5.9	$21,442	5	15.1%
6.0+	$27,520	5	15.2%

No. of Clerks/Secretaries reported in Survey: 33
Average service in current position: 3.1 years
Average service working for U.S. Congress: 5.1 years
Percentage of offices with this position: 51%

Only slightly more than half of the offices employ staffers in this position. We suspect that increased automation is the reason: most staff perform their own secretarial services on computer terminals at their desk.

Appointment Secretary/Scheduler — Scheduling for the Senator, making appointments, and sifting through invitations are this person's main responsibilities along with other assorted office work.

Low: $14,500. High: $54,000. Average: $27,400
Normal Range: $17,000-35,600.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$23,021	17	56.6%
2.0-3.9	$27,000	6	20.0%
4.0-6.0	$38,570	7	23.4%

No. of Appointment Secretaries reported in Survey: 30
Average service in current position: 2.7 years
Average service working for U.S. Congress: 4.3 years
Percentage of offices with this position: 58%
Salary increase since 1983: 12.4% (2.7% per year)

As we pointed out above, many offices combine the duties of this position with the duties of the Executive Secretary position. Executive Secretaries are clearly viewed as being the senior position by most offices as evidenced by the considerable pay differential between these positions. In addition to Washington-located staffers who do scheduling, four offices reported Schedulers in home State locations at an average annual salary of $27,200.

Systems Administrator — Manages office computer systems including the interfaces with home State offices; prepares procedures that dovetail with office systems.

Low: $20,000. High: $37,000. Average: $27,400.
Normal Range: $21,000-32,500.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$25,760	13	40.7%
2.0-3.9	$26,160	5	15.6%
4.0-5.9	$31,700	4	12.5%
6.0+	$28,400	10	31.2%

No. of Systems Administrators reported in Survey: 32
Average service in current position: 3.8 years
Average service working for U.S. Congress: 8.1 years
Percentage of offices with this position: 78%

This position is taking on increasing importance as effective computerization becomes increasingly central to a successful incumbency. These individuals as a group have service records in Congress nearly as long as Legislative Directors and AAs.

Word Processor (Computer Operator) — Prepares all personalized "form letter" responses. Responsible for the input and output of names, codes, paragraphs and standard letters.

Low: $12,500. High: $29,400. Average: $20,515.
Normal Range: $14,500-25,100.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$17,000	38	55%
2.0-3.9	$17,400	20	29%
4.0-5.9	$25,000	5	7%
6.0+	$26,000	6	9%

No. of Word Processors reported in Survey: 69
Average service in current position: 2.6 years
Average service working for U.S. Congress: 5.0 years
Percentage of offices with this position: 91%

In addition to these Washington-based Word Processors, two offices reported 3 Word Processors located in their home States at an average annual salary of $15,800.

Mail Room Staffer — Responsible for opening, logging, and routing of mail.

Low: $6,300. High: $34,300. Average: $16,600.
Normal Range: $14,000-20,000.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$15,800	34	71%
2.0-3.9	$17,300	6	13%
4.0-5.9	$15,600	4	8%
6.0+	$23,280	4	8%

No. of Mail Room Staffers reported in Survey: 48
Average service in current position: 1.8 years
Average service working for U.S. Congress: 2.3 years
Percentage of offices with this position: 88%

This is another position with extremely high turnover.

Legislative Director — Often the chief of the legislative program or person in charge of the Senator's committee work, depending on office hierarchy. The LD oversees and directs the Senator's legislative program including committee prep work for hearings and witnesses, testimony, legislative proposals, general issues oversight, floor work, etc.

Low: $32,100. High: $80,000. Average: 55,500.
Normal Range: $35,500-68,000.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$51,390	10	30.3%
2.0-3.9	$53,400	8	24.2%
4.0-5.9	$56,880	8	24.2%
6.0+	$62,230	7	21.3%

No. of Legislative Directors reported in Survey: 33
Average service in current position: 4.4 years
Average service working for U.S. Congress: 8.2 years
Percentage of offices with this position: 80.5%
Salary increase since 1983: 19.2% (4.1% per year)

Offices without a Legislative Director position usually direct their legislative program through the Administrative Assistant.

Legislative Assistant — Prepares information and legislation for specific topics. Supervised by the Legislative Director.

Low: $16,000. High: $70,500. Average: $35,637.
Normal Range: $24,000-48,000.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$32,490	104	47.9%
2.0-3.9	$35,812	58	26.7%
4.0-5.9	$41,066	30	13.8%
6+	$41,808	25	11.6%

No. of Legislative Assistants reported in Survey: 217
Average service in current position: 2.9 years
Average service working for U.S. Congress: 4.2 years
Percentage of offices with this position: 100%

This is without a doubt the most prevalent position in Washington Senate offices. All offices have at least two Legislative Assistants — some offices have nine for an average of 5.3 per office.

Legislative Aide — Junior Legislative Assistant — supports Legislative Director and Assistants. Has some issue and mail responsibilities.

Low: $16,000. High: $28,000. Average: $21,000.
Normal Range: $17,000-27,000.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$19,660	27	77%
2.0-6.0+	$25,427	8	23%

No. of Legislative Aides reported in Survey: 35
Average service in current position: 1.6 years
Average service working for U.S. Congress: 2.4 years
Percentage of offices with this position: 46.3%

This position is a hybrid and often transitional position between a Legislative Correspondent and a Legislative Assistant. Less than half the offices surveyed use this position; those that do average about two Legislative Aides per office. Most Legislative Aides appear to move on or graduate to Legislative Assistant positions within two years.

Legislative Correspondent — Answers legislative correspondence from constituents.

Low: $14,000. High: $28,000. Average: $18,047.
Normal Range: $15,300-21,500.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$17,146	58	72.5%
2.0-3.9	$18,401	12	15%
4.0-6.0+	$22,850	10	12.5%

No. of Legislative Correspondents reported in Survey: 80
Average service in current position: 1.6 years
Average service working for U.S. Congress: 1.9 years
Percentage of offices with this position: 65.8%

This position experiences extremely high turnover, hopefully at least partially due to promotions. Those offices filling this position have two or three Legislative Correspondents. In addition to the 80 Legislative Correspondents reported by our sample, 8 offices have a Chief Legislative Correspondent at an average salary of $33,200 per year.

Research Analyst — Specialists in particular fields like agriculture, economics. Handles specialized research to assist legislative agenda.

Low: $14,000. High: $56,000. Average: $28,200.
Normal Range: $18,300-40,000.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$29,818	10	50%
2.0-3.9	$33,300	5	25%
4.0-6.0+	$26,700	5	25%

No. of Research Analysts reported in Survey: 20
Average service in current position: 2.8 years
Average service working for U.S. Congress: 4.3 years
Percentage of offices with this position: 26.8%

This position is a miscellaneous category of specialists including staffers with such titles of special projects officer, counsel, liaison officer, and military aide.

Press Secretary — Acts as the Senator's publicity director. Responsible for "getting the word out" on Senator activities via press releases, radio and T.V. spots, newsletters, newspaper columns, speeches, schedule announcements, etc.

Low: $22,000. High: $79,100. Average: $45,134.
Normal Range: $35,000-59,300.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$39,200	15	37.5%
2.0-3.9	$46,930	10	25%
4.0-5.9	$45,260	5	12.5%
6.0+	$52,180	10	25%

No. of Press Secretaries reported in Survey: 40
Average service in current position: 3.7 years
Average service working for U.S. Congress: 5.0 years
Percentage of offices with this position: 97.5%
Salary increase since 1983: 17.6% (3.8% per year)

Virtually every office fills this position which ranks just below State Representative in average salary level.

Deputy Press Secretary — Works for the Press Secretary, assuming responsibility for one or more parts of the press program, e.g., speechwriter.

Low: $17,000. High: $36,700. Average: $23,527.
Normal Range: $17,800-30,000.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$23,274	22	68.8%
2.0-3.9	$25,466	6	18.8%
4.0-6.0+	$24,625	4	12.4%

No. of Deputy Press Secretaries reported in Survey: 32
Average service in current position: 1.5 years
Average service working for U.S. Congress: 2.1 years
Percentage of offices with this position: 75.6%

This is another position with an extremely high turnover rate.In addition to these Washington-based Deputy Press Secretaries, four offices reported 5 Deputy Press Secretaries at home State locations at an average annual salary of $18,000.

Federal Grants Assistant — Assists in obtaining federal financial assistance for the home State, local governmental interests, and hometown applicants. Assistance can include information on programs, deadlines, helping agency officials, and general clarifications of decisions.

Low: $16,500. High: $50,000. Average: $28,900.
Normal Range: $20,000-45,000.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$26,839	14	64%
2.0-6.0+	$32,561	8	36%

No. of Federal Grant Assistants reported in Survey: 22
Average service in current position: 2.7 years
Average service working for U.S. Congress: 4.0 years
Percentage of offices with this position: 41.4%

About twice as many Senate offices fill this position as do House offices.

State Representative/Field Director — In charge of home State offices. Directs overall home State office operation and work flow. Represents the Senator with hometown political interests, governmental liaison, citizen action boards, and the public at large.

Low: $26,000. High: $84,959. Average: $47,300.
Normal Range: $30,500-66,700.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$40,268	15	31.9%
2.0-3.9	$51,880	6	12.8%
4.0-5.9	$46,138	7	14.9%
6.0+	$51,572	19	40.4%

No. of State Representatives reported in Survey: 47
Average service in current position: 5.3 years
Average service working for U.S. Congress: 7.8 years
Percentage of offices with this position: 92.7%
Salary increase since 1983: 28.1% (6.1% per year)

This is the third highest paid position in Senate offices after AA and Legislative Director. It is also the position with the greatest number of staff who have served in it six years (one full Senate term) or more.

State Office Manager — Provides nuts and bolts office administration which may include monitoring mail flow, office accounts, equipment, furniture, supplies, and the filing system.

Low: $14,400. High: $57,500. Average: $24,900.
Normal Range: $17,000-35,700.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$21,987	17	41.5%
2.0-3.9	$23,300	3	7.3%
4.0-5.9	$25,111	9	21.9%
6.0+	$29,680	11	29.3%

No. of State Office Managers reported in Survey: 40
Average service in current position: 4.4 years
Average service working for U.S. Congress: 5.2 years
Percentage of offices with this position: 68%

State Caseworker — Handles constituent casework: initial problem identification, contacts with agencies, follow-up letters and case resolution.

Low: $10,200. High: $41,000. Average: $19,750.
Normal Range: $14,500-28,000.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$17,500	68	43%
2.0-3.9	$19,530	38	24%
4.0-5.9	$21,620	25	16%
6.0+	$24,880	27	17%

No. of State Caseworkers reported in Survey: 158
Average service in current position: 3.4 years
Average service working for U.S. Congress: 3.6 years
Percentage of offices with this position: 87.8%

In addition to Caseworkers located in the home States, offices reported 8 Caseworkers in their Washington offices at an average annual pay rate of $30,500. The few offices which did not report having State Caseworkers, also reported having high numbers of Field Representatives. Undoubtedly, in these offices, Field Representatives also perform casework functions.

Field Representative (Home State) — Assists the State Representative.

Low: $10,500. High: $51,000. Average: $24,858.
Normal Range: $18,000-31,000

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$21,449	36	30%
2.0-3.9	$25,389	24	20%
4.0-5.9	$24,268	19	15.8%
6.0+	$27,867	41	34.2%

No. of Field Representatives reported in Survey: 120
Average service in current position: 4.3 years
Average service working for U.S. Congress: 4.7 years
Percentage of offices with this position: 80.4%

This is a title with varied duties. This position like the State Representative boasts an unusually high percentage of staff who have served in this capacity for six years or more.

State Office Secretary — Handles clerical chores which may include typing, filing, proof-reading, etc.

Low: $10,800. High: $28,000. Average: $15,639.
Normal Range: $12,600-20,000.

SERVICE	AVERAGE SALARY	NUMBER REPORTED	PERCENTAGE REPORTED
0.0-1.9	$14,450	37	48.0%
2.0-3.9	$15,600	15	19.5%
4.0-5.9	$15,280	9	11.7%
6.0+	$18,610	16	20.8%

No. of State Office Secretaries reported in Survey: 77
Average service in current position: 4.1 years
Average service working for U.S. Congress: 4.5 years
Percentage of offices with this position: 44%

STAFF BENEFITS SURVEY

U.S. Senate

1988 CMF Staff Benefits Survey

Part II

The following are the results of the survey CMF has conducted of Senate office staff benefits.In addition to reporting the results for each question or group of questions, we have provided some relevant comparative data from the federal agencies and the private sector.We have made every effort towards accuracy in this comparative data and trust it will hold up under the scrutiny of those more experienced in agency regulations and private sector practices.

Some of the key points we have ascertained in our survey are:

- 88% of Senate offices automatically pass on COLAs to the staff as contrasted with 54% for the House.
- Only 41% of Senate offices have a merit bonus system in place, as contrasted with 52% for the House.
- 36% of the offices provide better minimum vacation benefits than federal agencies.
- 51% of Senate offices allow additional vacation time for staff with tenure in the office, while all federal agency employees get additional paid vacation after 3 years.
- Only 24% of the offices credit experience in other Hill offices towards increased vacation benefits, but more than half (54%) permit unused vacation time accrued within their own office to be carried over to the following year. The comparable figures in the House are 14% and 39%.Federal employees can move anywhere within the bureaucracy while maintaining increased vacation benefits based on tenure and can accrue 30 days unused annual leave for carry-over.
- 51% of Senate offices have an official sick-leave policy, as compared with 40% in the House. 67% of Senate offices allow 10-15 days of sick leave.
- 78% of the offices have an official policy for paid maternity leave, with 25% allowing 6 weeks or longer. Only 40% of House offices have a maternity leave policy.Employees in the federal agencies have no maternity leave benefit and must use their sick leave or annual leave to draw pay.
- 68% of offices maintain their staff policies in written form. This percentage is higher among newer offices.
- 29% of Senate offices report difficulty finding applicants with Hill experience given the salary and benefits offered.

(1) Are Cost-of-Living-Adjustments which are received automatically passed on to the staff?

	Yes	No
Overall	88%	12%
Breakdown		
1 Term	82%	18%
2 Terms	92%	8%
3 Terms or More	91%	9%

Nine out of ten offices pass along cost of living adjustments to their staffers.

Comparison: In the federal agencies, of course, COLA's are always passed on to employees. In the private sector, in companies which employ more than 1000 employees, 53% of the employees are guaranteed a COLA review each year.[1] Only 54% of the House offices pass along cost of living adjustments.

(2) Do you have a merit bonus system?

	Yes	No
Overall	41%	59%
Breakdown		
1 Term	41%	59%
2 Terms	54%	46%
3 Terms or More	36%	64%

Our survey did not ask offices to clarify how they operate their merit pay system. Offices reporting using a merit system may be reporting that they award merit bonuses, merit pay raises or both. They are, however, reporting that in one fashion or another, consistent with Senate regulations, they have a merit system in place.

Comparison: The federal agencies categorize employees two ways: as non-merit pay employees and merit pay employees. Merit employees occupy a grade 13 through 15 position and "have supervisory responsibilities or make decisions or recommendations which substantially impact the management of his or her unit." Increases in pay within their grade are based primarily on performance. Non-merit pay employees also must perform at an "acceptable" level of competence in order to receive a within-grade increase. Traditionally, they received the increase more often as a function of time served as an employee. As of 1985, their pay increases are more closely tied to performance per the new "Performance Management System" regulations. There are also cash awards for good performance within one's job descrip-

1 "Major Collective Bargaining Settlements in Private Industry", July 2, 1985.

tion for both types of employees and special cash awards for suggestions or accomplishments outside one's job description.

The House is more generous than the Senate in this regard in that 52% of the House offices use a merit bonus system.

(3) Do you have an official policy for amount of vacation time allowed?

	Yes	No
Overall	100%	0%

(3A) If yes, what is the minimum amount of vacation time all staff are entitled to?

	9 days or less	10-15 days	18-24 days
Overall	10%	54%	36%
Breakdown			
1 Term	10%	40%	50%
2 Terms	17%	25%	58%
3 Terms or More	25%	38%	37%

(3B) Do staff with longer tenure in your office get additional vacation time?

	Yes	No
Overall	51%	49%
Breakdown		
1 Term	41%	59%
2 Terms	54%	46%
3 Terms or More	64%	36%

(3C) Do staff with longer tenure on the Hill, though not accumulated in your office, get additional vacation time?

	Yes	No
Overall	24%	76%
Breakdown		
1 Term	24%	76%
2 Terms	23%	77%
3 Terms or More	27%	73%

(3D) Can unused vacation time in one year be accrued and used the following year?

	Yes	No
Overall	54%	46%
Breakdown		
1 Term	65%	35%
2 Terms	54%	46%
3 Terms or More	36%	64%

(3E) If time can be accrued, what is the maximum accrual allowed?

	3-10 days	12-30 days	no maximum
Overall	41%	45%	14%
Breakdown			
1 Term	50%	41%	9%
2 Terms	34%	34%	32%
3 Terms or More	50%	50%	—

All offices report having an official policy on vacation time. The majority (54%) have policies which fall within the typical 2-3 weeks (10 to 15 days) paid vacation time model. An additional 36% do allow a generous 3.5 weeks to 5 weeks. A little over half of the offices (51%) allow more vacation time to staff with tenure in the office, but only 24% grant extra time to staff for total Hill service. A slight majority of offices (54%) allow unused vacation time to be accrued from one year to the next. Interestingly,

veteran offices permit this practice less often than freshman offices.Of the 22 offices reporting that time can be accrued, only 3 (14%) reported no maximum figure.

Comparison: The federal agencies have an annual leave system in which an employee earns 4 hours of leave per pay period. This translates to 13 days per year. Federal employees with 3 to 14 years tenure earn 6 hours per pay period, or the equivalent of 20 days in a year. For 15 years or more service, 8 hours per pay period is awarded, or 26 days. Of course, the employee with tenure retains the right to these increased levels of leave regardless of whether he or she is transferred to another department or agency.

Most federal agency employees may accumulate and carry over up to 240 hours (30 days) of annual leave from one year to the next.Annual leave accumulated in excess of this is forfeited, with some exceptions made for extenuating circumstances.[2]

In comparison to the Senate, 36% of House offices grant 2 to 3 weeks of vacation. 57% provide additional vacation time for greater tenure in the office.Only 14% provide additional vacation for greater tenure in the legislative branch. 39% permit a carryover of unused vacation time.

In the private sector, firms are less generous, as a rule, than the federal bureaucracy. The following is a chart distilled from a survey of medium and large firms (generally at least 100 employees) in 1984.[3]

Number of Years Service	Number of Days Vacation Times			
	5 days	10 days	15 Days	20 Days
1 year of service	30%	62%	3%	—
3 years of service	4%	80%	5%	1%
5 years of service	1%	47%	42%	1%
10 years of service		6%	68%	15%
15 years of service		3%	28%	60%

Numbers do not equal 100% as we have not reported the small percentages which fell between these blocks, such as 11-14 days.

Figures on policies regarding accumulation and carry-over policies of vacation time in the private sector are not available.

---

2 *Employee Handbook*, U.S. Dept. of Labor, 1983.

3 *Employee Benefits in Medium and Large Firms, 1984*, U.S. Dept. of Labor, Bureau of Labor Statistics, June 1985 Bulletin 2237, Table 7.

(4) Do you have an official policy for number of paid sick days granted to staff?

	Yes	No
Overall	51%	49%
Breakdown		
1 Term	59%	41%
2 Terms	62%	38%
3 Terms or More	27%	73%

(4A) If yes, how many days are allowed?

	1-5 days	10-15 days	20 days	as needed
Overall	14%	67%	10%	9%
Breakdown				
1 Term	10%	60%	10%	20%
2 Terms	20%	70%	10%	—
3 Terms or More	—	100%	—	—

(4B) Are staff with longer tenure entitled to additional sick leave?

	Yes	No
Overall	17%	83%
Breakdown		
1 Term	12%	88%
2 Terms	23%	77%
3 Terms or More	18%	82%

51% of offices have an official policy for number of paid days of sick leave. We assume that, for the rest, some paid days of sick leave are allowed but official policy as to how much has not been set. In those offices where sick leave policy is formalized, 67% allow 10 to 15 days. All long-term Senators in our sample (3 terms or more) allow 10 to 15 days as a matter of official policy. 9% of offices reported granting sick leave on an as needed, "when you're sick, you're sick basis," provided the privilege is not abused. Only a few offices (17%) see a need to allow more sick leave for staff with greater tenure.

Comparison: Employees of the federal agencies earn four hours of sick leave for each pay period – or 13 days per year, regardless of length of service. 40% of House offices have an official sick leave policy. 22% allow 12 days (close to the 13 day norm for all Federal employees). Only 5% of House offices give additional leave for more tenure.

In a private sector survey of medium and large-size firms it was found that 92% of white collar employees were provided sick leave. Of these, nearly two thirds were allowed a specified number of sick days annually in contrast with systems which provide a specified number of days per disability. Under both plans, length of service is taken into consideration.Below is a summary of the amount of paid sick leave allowed under annual plans to white collar workers:[4]

Private Sector/Paid Sick Leave Policy	
Provide sick leave	92%
Provide annual sick leave	64%
Amount of Annual Sick Leave Provided	Professional and Administrative Employees
At 1 year service	
5-9 days	15%
10-29 days	34%
30-59 days	5%
60-119 days	4%
120 days +	4%
At 5 years service	
5-9 days	12%
10-29 days	22%
30-59 days	10%
60-119 days	12%
120 days +	7%
At 10 years service	
5-9 days	12%
10-29 days	21%
30-59 days	6%
60-119 days	12%
120 + days	13%

Clearly, in contrast to the federal bureaucracy and most Senate offices, a significant segment of the private sector links allowed sick leave to employee tenure.

4 Ibid. Table 13.

(5) Do you have an official policy for paid maternity leave?

	Yes	No
Overall	78%	22%
Breakdown		
1 Term	71%	29%
2 Terms	100%	—
3 Terms or More	64%	36%

(5A) If yes, how much maternity leave is granted?

	4 weeks or less	4 - 6 weeks	Over 6 weeks
Overall	25%	50%	25%
Breakdown			
1 Term	56%	11%	33%
2 Terms	50%	17%	33%
3 Terms or More	—	26%	74%

(5B) Do you have an official policy for paid paternity leave?

	Yes	No
Overall	41%	59%
Breakdown		
1 Term	29%	71%
2 Terms	62%	38%
3 Terms or More	36%	64%

(5C) If yes, how much paternity leave is granted?

	1-2 weeks	3-6 weeks
Overall	71%	29%
Breakdown		
1 Term	80%	20%
2 Terms	50%	50%
3 Terms or More	100%	

Official policies on maternity leave are in place for three out of every four offices. Paternity leave policy is more unusual — only two out of every five Senators have a paternity leave policy.

50% of the offices that give maternity leave grant 5 to 6 weeks of maternity leave. Of offices that have a paternity leave policy, 71% of those offices grant 1 to 2 weeks.

Comparisons: The federal agencies make no provision for paid maternity leave beyond the use of available sick leave, annual leave time, or the taking of leave without pay. Similarly, there is no provision for paternity leave other than the use of annual leave or leave without pay.[5]

Only 40% of House offices have a maternity leave policy – 26% of those provide 6 weeks – a low percentage (14%) have a paternity leave policy in place.

The private sector (384 Fortune 1500 companies) report a varied and changing picture on this subject.[6] The 1978 Pregnancy Discrimination Act ruled that company short term disability policy must treat pregnancy and childbirth as it would any other disability. 95% of companies surveyed had a short-term disability policy for child-bearing mothers which provided full pay (39%) or partial pay (57%). Few offered paid leave as an alternative or in addition to this, except if it was deducted from vacation time. The length of disability leave is determined by medical opinion, not company policy, but ran 5-8 weeks in 63% of the companies and 9-12 weeks in 32% of the companies. Likewise, only a very few companies offered paid paternity leave, except as deducted against vacation time.

Unpaid leave is offered to female employees by 52% of the companies. 37% of corporations offer unpaid leave to male employees (up from only 8.6% in 1980, reflecting the change in thinking on this issue). Unpaid leave policy is as follows:

---

5 *Employee Handbook.*

6 "Preliminary Report on a Nationwide Survey of Maternity/Parental leaves," Catalyst Career and Family Center, New York, New York.

	Female	Male
1-4 weeks	29%	36%
2-3 months	36%	29%
4-6 months	28%	25%
7 months - 1 year	7%	10%

However, this same survey revealed that men rarely take advantage of this policy, though women do utilize it. Additionally, the survey found that 60% of the companies allowed women to return to work on a part-time basis for a period, after completing the leave period.

A study conducted of 1000 small and medium sized firms reported, in comparison, that only 40% of working women received any paid disability leave.Employees in smaller companies are less likely to receive disability benefits.[7]

(6) Are your staff benefit policies written down?

	Yes	No
Overall	68%	32%
Breakdown		
1 Term	71%	29%
2 Terms	85%	15%
3 Terms or More	45%	55%

A majority of offices do have written policies (68% for Senate; 60% for the House). Of course, the federal agencies' policies are fully codified and published. The same is usually true in the larger private sector firms.

7 "Family and Medical Leave Act of 1986", 99th Congress, Second Session.Report #99-699-part 2.

(7) Is it difficult to find job applicants with Hill experience who will work for the salary and benefits you can offer them?

	Yes	No
Overall	29%	71%
Breakdown		
1 Term	41%	59%
2 Terms	15%	85%
3 Terms or More	27%	73%

The large majority of offices are not experiencing significant difficulty with hiring staff members with Hill experience within their office's salary and benefits guidelines. This is not as true of 1st term Senate offices in which a full 41% report difficulty finding job applicants.

About the Congressional Management Foundation

The Congressional Management Foundation (CMF) was founded in 1977 by former congressional staff to help member offices find better ways of coping with dramatically increased workloads and constituent expectations. CMF is a non-profit, non-partisan 501 (c) (3) educational organization. Each year, hundreds of congressional offices utilize CMF's research surveys, guidebooks and seminars in developing better internal management practices.

CMF consultants are also available to work directly with House and Senate offices at both member and staff levels. CMF consultations help assess strengths and weaknesses and devise strategies for effectively utilizing incumbent resources to achieve legislative, constituent service and political goals.

CMF is always interested in new projects that will enhance the effectiveness of elected officials at all levels and promote the cause of good government.

The Congressional Management Foundation
513 Capitol Court, NE
Suite 100
Washington D. C. 20002
Tel: (202) 546 - 0100

Board of Advisors

Albert Gore, Jr.
United States Senate
D-Tennessee

Tony Coelho
Member of Congress
D-California

William F. Goodling
Member of Congress
R-Pennsylvania

William F. Gray III
Member of Congress
D-Pennsylvania

Jerry Lewis
Member of Congress
R-California

Lynn Martin
Member of Congress
R-Illinois

Norman Y. Mineta
Member of Congress
D-California

Board of Governors Steering Committee

Randolf Aires
Sears, Roebuck and Co.

Alexandra Cook
Electronic Data Systems Corporation

Julius Dickens
Sears, Roebuck and Co.

C.W. Gilluly
Micro Research Industries

Kathleen Kingscott
International Business Machines

Paul J. Myer
Northern Telecom Inc.

Carol Wilner
AT&T

Thomas Wylie
Sun Company, Inc.

Current Contributors

Allied-Signal, Inc.
AFL-CIO
Arthur Anderson
BellSouth Corporation
Coca-Cola Company
Deloitte, Haskins & Sells
Dow Corning
East Ohio Gas
EDS Corporation
E.I. du Pont de Nemours & Company
General Electric Co.
Grumman Corp.
IBM
Intelligent Solutions
ITT Corp.
Kraft, Inc.
McDonnell Douglas Corporation
Micro Research Industries
Motorola
National Rural Letter Carriers Association
Northern Telecom
Petroleum Marketers Association of America
Pharmaceutical Manufacturers Association
Philip Morris Companies, Inc.
Rockwell International
San Diego Gas & Electric
Sandoz
Sea-Land Corporation
Sears, Roebuck and Co.
Sun Company, Inc.
United Parcel Service
Waste Management, Inc.